



SUPPLEMENTAL REPORT ON ACADEMIC SALARIES 1991-92



CALIFORNIA
POSTSECONDARY
EDUCATION
COMMISSION

Summary

This document is the Commission's annual report on faculty salaries at the California Community Colleges and administrator salaries at the University of California and the California State University. It supplements the Commission's annual report on faculty salaries at those two universities.

Part One of this report responds to Supplemental Language to the 1979 Budget Act, which directed the Commission to prepare annual reports on the salaries of California Community College faculty members. It presents an overview of those salaries and estimates the mean salary of regular and contract faculty systemwide to be \$50,085. It indicates that the difference in mean salaries between the ten highest-paying and the ten lowest-paying of the 71 districts of the system is about 27.4 percent. It also displays cost-of-living percent increases for each of the districts and indicates that last year's average cost-of-living increases was 2.06 percent, compared to 5.75 percent the year earlier. Finally, it shows that on a statewide basis, full-time faculty salaries are more than twice as high per weekly faculty contact hour as part-time faculty and about 75 percent more than that paid overload faculty. If fringe benefits are added, this disparity is even greater.

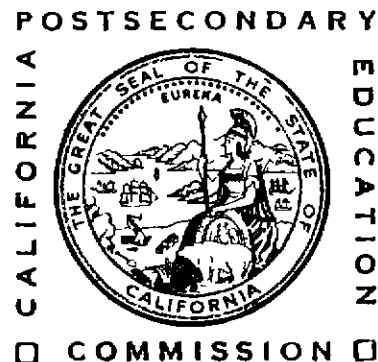
Part Two of the report responds to Supplemental Language in the 1981 Budget Act that instructed the Commission to report annually on the salaries of University of California and California State University administrators. It shows the salaries for campus-based and central-office administrative positions at the University and State University, with comparison institution data for the campus-based positions. Because this report is designed to provide only descriptive data, it offers neither policy conclusions nor recommendations.

The Commission adopted this report at its meeting of August 24, 1992, on recommendation of its Fiscal Policy and Analysis Committee. Additional copies of the report may be obtained by writing the Commission at 1303 J Street, Fifth Floor, Sacramento, CA 95814-2938.

SUPPLEMENTAL REPORT ON ACADEMIC SALARIES, 1991-92

*A Report to the Governor and Legislature
in Response to Senate Concurrent Resolution
No. 51 (1965) and Supplemental Language
to the 1979 and 1981 Budget Acts*

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION
1303 J Street • Fifth Floor • Sacramento, California 95814-2938





COMMISSION REPORT 92-16
PUBLISHED AUGUST 1992

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Contents

Executive Summary	1
 1. Community College Faculty Salaries	 3
History of Community College Faculty Salary Reports	3
Average Salaries	3
High- and Low-Paying Districts	5
Cost-of-Living Adjustments	5
Salary Schedule Categories	5
Part-Time Faculty and Full-Time Faculty with Overload Assignments	5
Part-Time Faculty and AB 1725	14
Summary of the Data	14
Implications of the Data	15
 2. Salaries of Administrators at the State's Public Universities	 17
History of Commission Activities on Administrator Salaries	17
University of California	18
The California State University	21
 References	 25

Displays

1	Mean Full-Time Credit Contract Faculty Salaries in the California Community Colleges, 1991-92	4
2.	The Ten Highest California Community College Mean Salaries Among Reporting Districts, Fall 1986 to Fall 1991	6
3.	The Ten Lowest California Community College Mean Salaries Among Reporting Districts, Fall 1986 to Fall 1991	7
4.	Analysis of the Mean Salaries Paid by the Highest and Lowest Paying Community College Districts, Fall 1986 to Fall 1991	8
5	Annualized Cost-of-Living Adjustments Granted to Regular and Contract California Community College Faculty, by District, 1989-90 to 1991-92	9-10
6.	Feather River Community College District Faculty Salary Schedule, 1991-92	11
7	Glendale Community College District Certificated Salary Schedule, 1990-91	11
8.	Saddleback Community College District Certificated Salary Schedule Effective July 1, 1990 (Faculty Still in Salary Negotiations)	12
9.	Analysis of the Mean Dollars per Weekly Faculty Contact Hour (WFCH) Paid to Full-Time Faculty, Part-Time Faculty, and Full-Time Faculty Teaching Overload Assignments in the California Community Colleges, Fall 1988 to Fall 1991	13
10	Annual Year-End Salaries of Campus-Based Administrators at the University of California and Seven of Its Eight Comparison Universities, 1991-92	19
11	Annual Fiscal-Year-End Salaries of Central-Office Administrators at the University of California, 1991-92	20
12.	Amount and Percent of Salaries Provided by the General Fund and Other Sources to University of California Executives, 1991-92	21
13	Average Administrative Salaries for the California State University's Campuses and Its Twenty Comparison Universities, 1991-92	22
14.	Actual and Proposed Salaries of Central-Office Administrators at the California State University, Spring 1992	23

Executive Summary

THIS REPORT consists of two independent sections (1) California Community College faculty salaries, and (2) salaries of administrators at the University of California, and the California State University.

1. Community college faculty salaries

Part One of the report responds to Supplemental Language to the 1979 Budget Act, which directed the Commission to prepare annual reports on the salaries of California Community College faculty members. It presents an overview of those salaries and estimates the mean salary of regular and contract faculty systemwide to be \$50,085. It indicates that the difference in mean salaries between the ten highest-paying and the ten lowest-paying of the 71 districts of the system is about 27.4 percent. It also displays cost-of-living percent increases for each of the districts, and indicates that last year's average cost-of-living increases was 2.06 percent, compared to 5.75 percent the year earlier. Finally, it shows that on a statewide basis, full-time faculty salaries are more than twice as high per weekly faculty contact hour as part-time faculty and about 75 percent more than that paid overload faculty. If fringe benefits are added, this disparity is even greater.

This year's report also includes a discussion of implications of the community college data and current trends regarding the number of part-time faculty in the colleges.

2. Salaries of administrators at the State's two public universities

Part Two of the report responds to Supplemental Language in the 1981 Budget Act that instructed the Commission to report annually on the salaries

of University of California and California State University administrators. It shows the salaries for campus-based and central-office administrative positions at the University and State University, with comparison institution data for the campus-based positions.

University of California

This part shows that, for several reasons, campus-based administrative salaries at the University of California lag behind the mean salaries reported by its comparison institutions in 15 of the 18 administrative positions surveyed for the report, with the differences ranging from 0.26 percent for the director of the computer center to 21.40 percent for campus chancellors.

This section also discusses the University's Non-qualified Deferred Income Plan (NDIP) and the effect that plan will have on high level executive salaries effective January 1, 1993. As an example, the report shows that Chancellors of the University's campuses on average earn 21.40 percent less than their comparison institution counterparts; however, the salaries of these executives will become far more competitive once they begin to receive NDIP distributions -- an amount that will equal approximately 25 percent more than their current base salary.

The California State University

At the State University, campus administrators in ten positions received between 1.4 and 17.2 percent more than the mean of their counterparts at comparison institutions, while campus administrators in eight other positions received between 0.3 and 16.5 percent less. State University campus presidents received on average 11.6 percent less than their comparison-institution counterparts.

The section on the State University also discusses the salaries paid to high-level executives in the

Office of the Chancellor. It shows that the salaries of these executives remained virtually unchanged over last year's levels, although several changes were evident and were attributable to a reorganization at the systemwide office

Finally, Part Two notes that last year's *Supple-*

mental Report on Academic Salaries provided data not only on administrative salaries at the University and the State University, but also on the total compensation (benefits and perquisites as well as salary) paid to high-level systemwide executives and campus chief executive officers of these institutions

1

Community College Faculty Salaries

History of community college faculty salary reports

In February 1979, the Legislative Analyst recommended in the Analysis of the Budget Bill, 1979-80, that the Commission include information on California Community College faculty salaries in its annual faculty salary reports. Responding to this recommendation, the Commission presented data on community college faculty salaries for the 1977-78 fiscal year in its April 1979 report, *Faculty Salaries in California Public Higher Education, 1979-80*, but it was unable to include data for 1978-79 (the then current year) because the Chancellor's Office had abandoned such data collection as part of the cut-backs resulting from the passage of Proposition 13 in June 1978.

Subsequently, Commission staff proposed that the submission of community college faculty salary data be formalized, and beginning with the 1979-80 fiscal year it was. In August 1979, Commission staff outlined for the Chancellor the specific information desired and asked the Chancellor's staff to submit 1978-79 data by November 1, 1979, and subsequent fiscal-year data by March 1 of the year involved.

In 1981-82, the Chancellor's Office initiated the "Staff Data File" -- a computerized data collection system that is now in its eleventh year of operation, and that has provided comprehensive reports for the past ten years. During these years, the Chancellor's Office has produced comprehensive and accurate reports that contain information on average salaries and salary ranges, cost-of-living adjustments, teaching loads, numbers of full- and part-time faculty, age, sex, and ethnicity of its faculty, number of new hires, promotions, and separations, and qualifications and schedules for various salary categories.

Despite improvement in the reporting of data each year, two problems persist.

- The first relates to incomplete data, due primarily to protracted collective bargaining negotia-

tions. When negotiations extend into the spring of the current academic year, and cost-of-living adjustments are accordingly allocated retroactively, there is seldom sufficient time to include the increases in the mean salary figures reported. The result is that many of the mean salaries reported are inaccurate. In addition, 42 of the system's 71 districts did not report cost-of-living adjustments for this year.

- The second problem is that complete salary adjustments are not always reported. In 1991-92, for example, one-time "off-schedule" or "add-on" adjustments were granted to faculty in five districts but not reported in the information submitted to the Chancellor's Office. The Commission discusses these analytical differences in computing average salaries further in the next section.

Average salaries

Display 1 on page 4 shows 1991-92 mean full-time contract faculty salaries as reported by the 71 community college districts. The first footnote in that display indicates that 21 districts did not report cost-of-living increases for 1991-92 and consequently could not incorporate such increases into their mean salary figures. As a result, the salaries reported for those districts more nearly approximate 1990-91 salaries. The second footnote includes 42 districts where salary negotiations were complete but which did not have sufficient time to incorporate those increases into their mean salary figures.

In all, Display 1 indicates that accurate current-year data are available for only 29 districts -- 40.8 percent of the 71 possible -- with the faculty employed by those districts representing 44.2 percent of the systemwide total. Accordingly, it is probable that the actual mean salary for the system is higher than the \$49,074 reported in the display. To provide an estimate of actual salaries, the mean salaries of the 42 nonreporting districts, were incremented by 2.06 percent -- the average percent in-

DISPLAY 1 Mean Full-Time Credit Contract Faculty Salaries in the California Community Colleges, 1991-92

District	Mean Salary	District	Mean Salary
Allan Hancock ^{1,2}	\$45,500	North Orange ^{1,2}	\$49,616
Antelope Valley	51,031	Palo Verde ²	34,556
Barstow ^{1,2}	48,588	Palomar	49,531
Butte ^{1,2}	48,770	Pasadena Area	48,158
Cabrillo ²	45,170	Peralta ²	42,342
Cerritos ¹	53,225	Rancho Santiago ²	51,089
Chabot-Las Positas ^{1,2}	46,444	Redwoods ²	45,201
Chaffey	51,960	Rio Hondo	53,941
Citrus	48,343	Riverside ^{1,2}	47,818
Coast ²	50,258	Saddleback ^{1,2}	55,388
Compton	42,504	San Bernardino ²	49,634
Contra Costa ²	52,217	San Diego	47,733
Desert ²	44,765	San Francisco ^{1,2}	47,787
El Camino	50,846	San Joaquin Delta	55,103
Feather River	41,884	San Jose ^{1,2}	49,671
Foothill/DeAnza	52,756	San Luis Obispo	45,804
Fremont-Newark	50,124	San Mateo ^{1,2}	50,904
Gavilan ^{1,2}	51,562	Santa Barbara ²	47,014
Glendale	49,173	Santa Clarita ²	50,568
Grossmont	46,588	Santa Monica ²	54,237
Hartnell ^{1,2}	45,020	Sequoias ²	47,548
Imperial ^{1,2}	43,043	Shasta-Tehama-Trinity	48,222
Kern	44,933	Sierra ²	45,731
Lake Tahoe ^{1,2}	42,811	Siskiyou ²	42,301
Lassen	45,710	Solano County ²	50,577
Long Beach ²	49,627	Sonoma County ²	49,836
Los Angeles	47,212	Southwestern	49,522
Los Rios	47,187	State Center	48,943
Marin	55,781	Ventura County ^{1,2}	51,632
Mendocino ²	42,867	Victor Valley ^{1,2}	42,948
Merced ^{1,2}	52,697	West Hills ^{1,2}	43,505
Mira Costa	50,110	West Kern ^{1,2}	55,456
Monterey Peninsula	46,910	West Valley	50,788
Mt. San Antonio ²	49,576	Yosemite ²	52,568
Mt. San Jacinto	45,829	Yuba	52,589
Napa ^{1,2}	45,193	Systemwide Average ³	\$49,074

1 These 21 districts were still in the process of salary negotiations for 1991-92 at the time mean salary data were reported. Consequently, the salaries reported more closely approximate the 1990-91 mean.

2 Although salary negotiations in these 42 districts were complete as of the Chancellor's Office's deadline for reporting data, mean salary data do not reflect the 1991-92 cost-of-living adjustment. Consequently, the salaries reported may more closely approximate the 1990-91 mean.

3 Weighted by total faculty in each district. Credit faculty only.

Source: Derived from the Staff Data File, California Community Colleges' Chancellor's Office.

crease for the 29 reporting districts -- which resulted in a systemwide estimated mean salary of \$50,085. There is no way of knowing how accurate that figure may be, but it is probably closer to reality than the \$49,074 in Display 1

In recent years, community college faculty salaries have improved markedly -- from \$42,035 in 1988-89 to \$50,085 in 1991-92. This improvement can be attributed to at least three factors

- 1 Many local district bargaining unions have been effective in negotiating long term contracts that provide annual salary adjustments for regular contract faculty. The duration of many of these contracts is about three years, and districts are contractually obligated to provide their regular contract faculty with annual cost-of-living increases. In recent years, these annual increases have consistently improved the base salaries paid to regular contract faculty
2. Another factor is the credentials with which faculty come to their institutions. Many regular contract faculty have a doctorate, and this terminal credential qualifies them for the highest pay scale in their respective districts
- 3 A final factor contributing to the increase is longevity. Community college faculty earn salary increases based on years of service, and virtually all regular contract faculty receive annual step increases. When coupled with cost-of-living increases, some faculty can receive annual base salary increases in excess of 10 percent

Historical trends, however, are not a predictor of future trends. Many community colleges are at the end of long-term collective bargaining agreements, and because of severe budget constraints at the State-level, it is unlikely that faculty will be able to negotiate the same kind of long-term contractual arrangements as those negotiated in the past. For this reason, community college faculty salaries in the future are unlikely to increase at the same rate as they have in recent years

High- and low-paying districts

Displays 2 and 3 on pages 6 and 7 show mean salaries as reported in the Staff Data File for regular and contract faculty in the ten highest- and ten low-

est-paying districts for selected years between Fall 1989 and Fall 1991, and the systemwide means for each of those years. In each case, those districts reporting incomplete mean salary data are indicated. Display 4 on page 8 shows mean salaries for those districts as a group, the percentage difference between them, and their total number of faculty

In 1991-92, the highest-paying district was Marin, with a mean of \$55,781. The lowest-paying was Palo Verde, with a mean of \$34,556 -- although it should be noted that Palo Verde's faculty members number only 16, and many of them appear to be relatively new hires. Among those districts that had finalized negotiations, the difference between average salary paid at Marin and that paid at Palo Verde was 61.4 percent

From Display 2 it can be seen that those districts with higher salaries tend to be large and wealthy and also tend to be those reporting complete data. Excluded from these displays are salaries paid to non-credit faculty employed by the San Diego and San Francisco districts. Faculty working in these evening programs tend to be paid about one-fourth less than regular faculty at the main campus, and their inclusion consequently would reduce those districtwide averages. Were they to be included, the differences between the highest- and lowest-paying districts, as shown in Display 4, would be even greater, thus highlighting the size factor even more

Taken as groups of the ten highest and ten lowest, the difference is 27.4 percent, but considering that eight of the ten lowest-paying but only five of the ten highest-paying districts reported incomplete data, the true difference between these two groups is probably closer to 25 percent, suggesting that the gap between the highest- and lowest-paying districts in 1991-92 has remained relatively constant when compared to last year

Cost-of-living adjustments

Display 5 on pages 9 and 10 provides cost-of-living-adjustment data, by district, for the current and previous two years, weighted by the size of faculty in each district. Based on these weighted data, the systemwide cost-of-living increases averaged 6.65 percent in 1989-90, 5.75 percent in 1990-91 and

DISPLAY 2 The Ten Highest California Community College Mean Salaries Among Reporting Districts, Fall 1986 to Fall 1991

Ten Highest Paying Districts Each Year and Number of Reporting Districts						
Year	1986	1987	1988	1989 ³	1990 ⁴	1991 ⁴
Number of Districts	69	68	68	69	71	71
Marin		\$45,013	\$46,753	\$49,246		\$55,781
West Kern ¹	\$41,934	44,201	45,916	48,291		55,456
Saddleback ¹	41,815	46,335	48,413	47,978	\$54,559	55,388
San Joaquin Delta	44,029	45,923	46,311	48,243	50,760	55,103
Santa Monica ¹	41,334				50,904	54,237
Rio Hondo	40,481	43,602	45,299			53,941
Cerritos ¹	41,746	44,097	46,009	47,835	51,166	53,225
Foothill/DeAnza	41,711	43,466	45,363	50,499	52,962	52,756
Merced ¹						52,697
Yuba						52,589
Yosemite					52,667	
Rancho Santiago				47,654	50,042	
West Valley					49,973	
Long Beach	42,326				49,859	
Sequoias			45,074	48,020		
Ventura				47,522		
Citrus				47,418		
Contra Costa	43,998	43,979	47,661			
San Mateo			45,323			
Southwestern		42,764		48,020		
Mt San Antonio	40,632	42,685				
Statewide Mean Salary ²	\$38,005	\$40,046	\$42,035	\$44,286	\$47,575	\$49,074

1 Annualized 1991-92 cost-of-living adjustment not included in the mean salary data reported

2 Weighted by total faculty in each district

3 Includes both credit and non-credit instructional faculty

4 Includes only credit instructional faculty

Source Derived from the Staff Data File, California Community Colleges' Chancellor's Office

DISPLAY 3 *The Ten Lowest California Community College Mean Salaries Among Reporting Districts, Fall 1986 to Fall 1991*

Ten Lowest Paying Districts Each Year and Number of Reporting Districts						
Year Number of Districts	1986 69	1987 68	1988 69	1989 ³ 69	1990 ⁴ 71	1991 ⁴ 71
Palo Verde ¹		\$34,505	\$35,731	\$39,411	\$35,824	\$34,556
Feather River				35,968	41,246	41,884
Siskiyou ¹		34,843	36,524	38,330	40,204	42,301
Peralta ¹		36,275	37,432		41,135	42,342
Compton	\$30,929	34,475	35,268	34,464	40,008	42,504
Lake Tahoe ¹			38,125		41,246	42,811
Mendocino ¹		36,460	36,791	39,490		42,867
Victor Valley ¹	34,061			38,831	41,376	42,948
Imperial ¹	32,090	32,642	35,233	38,312	41,951	43,043
West Hills ¹		36,346				43,505
Santa Barbara	34,794				42,360	
Allan Hancock	33,962				42,400	
Chaffey				31,742		
Cabrillo	32,960	33,768	35,286	38,560		
San Diego				38,734		
Napa	33,099	33,581	35,453			
Mount San Jacinto			37,699			
Lassen	32,856					
Monterey Peninsula	34,385					
Statewide Mean Salary²	\$38,005	\$40,046	\$42,035	\$44,286	\$47,575	\$49,074

1 Annualized 1991-92 cost-of-living adjustment not included in the mean salary data reported

2 Weighted by total faculty in each district

3 Includes both credit and non credit instructional faculty

4 Includes only credit instructional faculty

Source Derived from the Staff Data File, California Community Colleges' Chancellor's Office

DISPLAY 4 *Analysis of the Mean Salaries Paid by the Highest and Lowest Paying Community College Districts, Fall 1986 to Fall 1991*

Item	Fall 1986	Fall 1987	Fall 1988	Fall 1989	Fall 1990	Fall 1991
Mean Salaries*						
Ten Highest Paying Districts						
Weighted ¹	\$42,144	\$44,137	\$46,304	\$48,503	\$51,496	\$54,035
Unweighted	42,001	44,207	46,212	48,271	51,403	54,117
Ten Lowest Paying Districts						
Weighted ¹	\$32,515	\$34,454	\$36,399	\$37,411	\$41,499	\$42,413
Unweighted	32,422	34,600	36,354	37,384	40,990	41,876
Percent by Which the Ten Highest Paying Districts Exceed the Ten Lowest Paying Districts (Weighted Mean Salary)	29.6%	28.1%	27.2%	29.6%	24.1%	27.4%
Systemwide Mean Salary (69 Districts)¹	\$38,005	\$40,046	\$42,035	\$44,268	\$47,575	\$49,074
Number of Regular Faculty						
Ten Highest Paying Districts	2,182	2,022	2,121	2,012	2,537	1,725
Ten Lowest Paying Districts	1,341	1,205	833	1,083	923	680
Percent Higher Paying Districts Exceeds Lower Paying Districts (Total Faculty)	62.7%	67.8%	154.6%	85.8%	174.9%	153.7%

1. Weighted by total full-time credit faculty in each reporting district.

Source: Derived from the Staff Data File, California Community Colleges' Chancellor's Office

2.06 percent in 1991-92. Each year, the Commission updates the previous year's data to reflect actual cost-of-living increases.

Salary schedule categories

The salary schedules of the 71 districts generally provide a number of salary categories or classes through which faculty members can advance depending on educational qualifications, and another series of steps that provide salary increases based

on longevity. Typical schedules are reproduced as Displays 6, 7, and 8 on pages 11 and 12 show the marked differences that exist between low-, medium-, and high-paying districts.

As with mean salaries, these schedules vary greatly from district to district, with some districts offering only one salary classification based on educational achievement, while others offer as many as nine. In addition, some districts have as few as 12 anniversary increments, while others have 30 or more. In some cases, additional stipends are provided to doctoral degree holders, department chairmen, and

DISPLAY 5 Annualized Cost-of-Living Adjustments Granted to Regular and Contract California Community College Faculty, By District, 1989-90 to 1991-92

District	Number of Regular and Contract Full- Time Faculty ² 1991-92	Cost-of-Living Adjustments, 1989-90	Cost-of-Living Adjustments, 1990-91	Cost-of-Living Adjustments, 1991-92
Allan Hancock	105	6 40%	4 50%	*
Antelope Valley	99	6 50	8 00	7 00%
Barstow	25	6 00	5 00	*
Butte	109	6 37	7 00	*
Cabrillo	152	7 00	6 00	1 00
Cerritos	232	6 40	5 66	*
Chabot-Las Positas	230	6 00	3 00	*
Chaffey	138	5 00	8 00	6 00
Citrus	119	6,37	4 40	1 00
Coachella	87	10 00	4 00	1 00
Coast	518	3 65	8 61	3 00
Compton ¹	65	--	0 00	0 00
Contra Costa	405	7 00	6 50	3 00
El Camino	297	5 50	4 65	0 00
Feather River	18	0 00	8 30	1 00
Foothill	388	7 00	6 70	0 00
Fremont-Newark	106	7 00	5 66	1 00
Gavilan	55	5 00	5 50	*
Glendale	159	5 64	5 66	0 00
Grossmont	234	14 00	0 00	0 00
Hartnell	79	5 50	6 00	*
Imperial	71	10 00	3 00	*
Kern	244	4 00	5 00	0 00
Lake Tahoe	19	3 00	5 00	*
Lassen	39	5 00	4 66	5 00
Long Beach	271	5 00	5 50	4 80
Los Angeles	1,309	8 00	0 00	0 00
Los Rios	565	6 08	5 82	0 00
Marin	126	0 00	11 75	0 80
Mendocino	38	7 46	5 66	2 00
Merced	6	5 00	5 60	*
MiraCosta	81	11 50	6 40	1 04
Monterey Peninsula	105	9 00	5 50	0 00
Mt. San Antonio	286	5 00	6 00	5 00
Mt San Jacinto	46	4 64	8 00	5 00
Napa	90	N/R	7 00	*
North Orange	462	7 50	1 30	*
Palo Verde	16	6 00	7 74	0 00
Palomar	235	6 00	5 70	2 84
Pasadena Area	293	7 00	5 00	0 00

(continued)

<i>DISPLAY 5, Continued</i>	Number of Regular and Contract Full- Time Faculty, 1991-92	Cost-of-Living Adjustments, 1989-90	Cost-of-Living Adjustments, 1990-91	Cost-of-Living Adjustments, 1991-92
District				
Peralta	299	4 00%	10.00%	2 00%
Rancho Santiago	228	7 00	7 62	4 46
Redwoods	89	5 20	5 98	1 75
Rio Hondo	159	8 00	5 00	5 00
Riverside	193	8 00	7 00	*
Saddleback	257	6 14	4 66	*
San Bernardino	196	6 20	5 00	1 50
San Diego	399	9 40	7 00	0 00
San Francisco	441	7 00	7 40	*
San Joaquin Delta	208	5 10	6 00	2 50
San Jose	206	7 00	5 50	*
San Luis Obispo	91	4 43	5 84	3 37
San Mateo	342	7 50	6 50	*
Santa Barbara	176	8 00	7 43	2 00
Santa Clarita	48	6.00	5 00	2 00
Santa Monica	221	6.90	6 66	2 00
Sequoias	142	5 50	4 25	2 00 ³
Shasta-Tehama-Trinity	118	8 00	8 50	3 00
Sierra ³	122	6 00	7 30	3 21 ³
Siskiyous	44	3 76	5 18	3 00
Solano County	133	8 00	7 00	2 25
Sonoma County	234	6 00	5 50	1 50
Southwestern	176	6 00	6.00	2 00
State Center	283	6 39	6 95	4 00
Ventura County	279	8 00	8 00	*
Victor Valley	61	9 30	4 00	*
West Hills	49	5 50	1 00	*
West Kern	20	5 00	10 00	*
West Valley	240	9 00	4 50	0 00
Yosemite	209	7 00	5 00	0 00
Yuba	108	5 75	5 00	5 00
Number of Districts Reporting		70	71	51
Total or Mean, Based on Reporting Districts	13,693	6 65%	5 75%	2 06%

1 Compton Community College District did not report data to the Chancellor's Office in 1989-90

2. Credit faculty only

3 The cost-of-living adjustments received by faculty at College of the Sequoias and Sierra College were off-scheduled adjustments

* These 21 districts in 1991-92 were still in salary negotiations at the Chancellor's Office's deadline for submitting data

Source Derived from the Staff Data File, California Community Colleges' Chancellor's Office

DISPLAY 6 Feather River Community College District Faculty Salary Schedule, 1991-92

Step	A	B	C	D	E
1	\$23,015	\$24,532	\$26,050	\$27,537	\$29,071
2	24,218	25,738	27,253	28,817	30,269
3	25,422	26,938	28,486	29,961	31,434
4	26,652	28,172	29,655	31,128	32,602
5	27,855	29,347	30,822	32,296	33,801
6	29,041	30,519	32,017	33,492	34,970
7	30,239	31,710	33,185	34,665	36,132
8	31,404	32,881	34,354	35,833	37,334
9	32,593	34,076	35,510	37,030	38,505
10	33,777	35,266	36,671	38,198	39,672
11			37,834	39,369	40,869
12			37,948	40,536	42,033
13			38,062	40,658	42,162
14				40,779	42,291
15				40,901	42,420
16				41,023	42,550
17					42,678
18					42,807

Source Staff Data File, California Community Colleges Chancellor's Office

DISPLAY 7 Glendale Community College District Certificated Salary Schedule, 1990-91

Step	Class I	Class II	Class III	Class IV	Class V
	Bachelors	Bachelors + 42 Units or Masters	Bachelors + 56 Units + Masters	Bachelors + 70 Units + Masters	Bachelors + 84 units + MA or Doctorate
1	\$27,481	\$28,810	\$30,206	\$31,668	\$33,202
2	28,581	29,962	31,413	32,935	34,529
3	29,724	31,162	32,670	34,253	35,911
4	30,914	32,409	33,977	35,622	37,344
5	32,151	33,706	35,338	37,045	38,851
6	33,434	35,051	36,749	38,528	40,394
7	34,768	36,455	38,212	40,068	42,009
8	36,162	37,912	39,746	41,674	43,690
9	37,609	39,429	41,338	43,339	45,440
10	39,113	41,007	42,991	45,072	47,259
11	40,676	42,646	44,711	46,873	49,145
12	42,303	44,353	46,497	48,749	51,111
13	43,996	46,128	48,360	50,701	53,156
16					54,218
19					55,302
22					56,410
25					57,537

Source Staff Data File, California Community Colleges' Chancellor's Office

DISPLAY 8 *Saddleback Community College District Certificated Salary Schedule Effective July 1, 1990 (Faculty Still in Salary Negotiations)*

Step	I	II	III	IV	V
1	\$27,173	\$29,211	\$31,249	\$33,287	\$35,325
2	28,532	30,570	32,608	34,646	36,684
3	29,891	31,929	33,967	36,005	38,043
4	31,249	33,287	35,325	37,363	39,401
5	32,608	34,646	36,684	38,722	40,760
6	33,967	36,005	38,043	40,081	42,119
7	35,325	37,363	39,401	41,439	43,477
8	36,684	38,722	40,760	42,798	44,836
9	38,043	40,081	42,119	44,157	46,195
10	39,401	41,439	43,477	45,515	47,553
11		42,798	44,836	46,874	48,912
12		44,157	46,195	48,233	50,271
13		45,515	47,553	49,591	51,629
14		46,874	48,912	50,950	52,988
15		48,233	50,271	52,309	54,347
16			51,629	53,667	55,705
17			52,988	55,026	57,064
18			54,347	56,385	58,422
19			55,705	57,743	59,781
20			57,064	59,102	61,140
21				60,460	62,498
22				61,819	63,857
23				63,178	65,216
24				64,536	66,574
25				65,895	67,933
30					74,728

Source: Staff Data File, California Community Colleges' Chancellor's Office

others with special qualifications or responsibilities

Part-time faculty and full-time faculty with overload assignments

For many years, the community colleges have employed a large number of part-time or temporary faculty, and most districts have also permitted full-time regular and contract faculty to work additional hours or overloads. Display 9 on page 13 shows sev-

eral comparisons between full-time, part-time, and overload faculty between Fall 1988 and Fall 1991. For example, it shows the number of full-time faculty with and without overload assignments compared to the number of part-time faculty. It also shows workload in terms of weekly faculty contact hours (WFCH) -- the actual number of hours faculty spend in classrooms. Comparing these two, it can be seen that, while the number of part-time faculty outnumber full-time faculty by more than two-to-one, they teach only 36.8 percent of these contact hours. Regular and contract faculty teach 56.0 percent on regular assignments, with those teaching

DISPLAY 9 *Analysis of the Mean Dollars per Weekly Faculty Contact Hour (WFCH) Paid to Full-Time Faculty, Part-Time Faculty, and Full-Time Faculty Teaching Overload Assignments in the California Community Colleges, Fall 1988 to Fall 1991*

Item	Fall 1988	Fall 1989	Fall 1990	Fall 1991
1. Number of Faculty Members.				
Full-Time Faculty ¹	8,124	8,445	8,207	7,296
Part-Time Faculty	26,031	28,606	30,843	28,331
Overload Faculty	5,490	5,703	6,063	6,397
2 Total WFCH Taught:				
Full-Time Faculty	229,829	234,249	239,016	241,779
Part-Time Faculty	139,484	158,016	169,849	159,005
Overload Faculty	25,877	27,843	28,533	30,901
3 Percentage Distribution of WFCH Taught				
Full-Time Faculty	58.2%	55.8%	54.6%	56.0%
Part-Time Faculty	35.3	37.6	38.8	36.8
Overload Faculty	6.5	6.6	6.5	7.2
4 Mean WFCH Taught				
Full-Time Faculty ²	16.9	16.3	16.1	15.7
Part-Time Faculty	5.4	5.6	5.5	5.6
Overload Faculty	4.7	4.9	4.7	4.8
5 Mean Dollars Paid per WFCH				
Part-Time Faculty	\$28.38	\$29.68	\$31.79	\$33.09
Overload Faculty	33.22	35.04	37.06	38.12
6 Percent Compensation of Overload Faculty Exceeds That of Part-Time Faculty	17.1%	18.1%	16.6%	15.2%
7 Mean Dollars Paid to Contract and Regular Faculty per WFCH, Assuming No Overload Assignments ³				
Unadjusted	\$71.14	\$75.42	\$81.15	\$89.30
Adjusted ⁴	53.36	56.57	60.87	66.98
8 Percent Compensation of Full-Time Faculty (Adjusted in Item 7) Exceeds That of Part-Time and Overload Faculty per WFCH				
Part-Time Faculty	88.0%	90.6%	91.5%	102.42%
Overload Faculty	60.6	61.4	64.2	75.71

1 No overload Credit only

2 Full-time faculty teaching regular assignments only

3 Based on a 35-week year

4 Dollar amount reduced by 25 percent to reflect additional responsibilities of regular and contract faculty such as counseling, advising, committee work, office hours, and community service

Source Derived from the Staff Data File, California Community Colleges' Chancellor's Office

overloads accounting for the remaining 7.2 percent. Regular and contract faculty on regular assignments averaged 15.7 weekly faculty contact hours in 1991-92 -- the fourth consecutive decline in as many years. Part-time faculty averaged 5.6 hours, and those teaching any overload averaged 4.8 additional hours. About 46.7 percent of full-time regular and contract faculty members teach some overload. Most noteworthy among these numbers is the fact that pursuant to legislative directive, the number of full-time faculty has markedly outpaced the growth in the number of part-time faculty, while at the same time the number of regular faculty teaching overload increased by 16.5 percent since Fall 1988.

Compensation comparisons between full-time and part-time faculty are difficult, since full-time faculty have responsibilities other than classroom teaching, while part-time faculty generally do not. Full-time faculty spend time in counseling, advising, committee work, office hours, and community service. Preparation for classroom teaching, however, necessarily occupies a considerable amount of time for both full-time and part-time faculty. The exact proportion of total workload devoted to activities not directly related to classroom teaching is not known, but an assumption used recently by the Chancellor's Office (1987, p. 7) is that three-fourths is instructionally related (teaching and preparation) with the remaining one-fourth devoted to other campus activities. With this factor, although not a precise measure, it is possible to present a general comparison.

The Chancellor's Office publishes hourly rates for part-time faculty and full-time faculty with overload assignments, and these systemwide data are shown in Item 5 in Display 9, which indicates that overload faculty are currently paid 15.2 percent more than part-time faculty.

Items 7 and 8 in Display 9 compare the estimate of compensation per weekly faculty contact hour for full-time faculty with the actual data reported for part-time and overload faculty. Also on a systemwide basis, these comparisons show full-time faculty in 1991-92 earning more than twice as much (102.4 percent more) per weekly faculty contact hour in salary as part-time faculty, and 75.7 percent more than the amount paid for overload assignments. If fringe benefits are added, these percentages would be even higher.

Part-time faculty and AB 1725

Colleges make temporary faculty appointments for a variety of reasons to fill definable needs within a department, such as the replacement of regular faculty who have other assignments either on or off campus, to replace retired faculty, to fill full-time positions because of the lack of qualified applicants, to perform specialized functions such as teaching remedial or basic courses, to fill positions when tenured or tenure-track faculty are not available, and to meet the need for special or unique expertise.

In addition, today's community college students are older, more frequently part time, and often employed full time. Many institutions have responded to these students by developing extensive evening class schedules and hiring part-time faculty to teach them.

There is general agreement that the community colleges need temporary faculty in order to respond to these staffing challenges and to provide certain courses that require special expertise. Yet the college administrators may have become increasingly dependent upon the use of part-time faculty not only to meet the special needs of students but also as a means of balancing their budgets.

In 1988, the Legislature adopted Assembly Bill 1725 (Chapter 973, Statutes of 1988), part of which required the community colleges to address by this year "a long-standing policy of the Board of Governors that at least 75 percent of the hours of credit instruction in the California Community Colleges as a system should be taught by full-time instructors." Presently, only 63.2 percent of the credit hours are taught by full-time faculty. In the past, part-time appointments may have been justified by budget limitations. The well-known "freeway flyer" -- the part-time faculty person who often commutes dozens of miles between campuses or even districts -- receives no fringe benefits and is compensated with less than half the salary of full-time faculty members. Again, because of severe budget shortfalls, community college districts may again turn to the less expensive part-timer to assure balanced budgets. This comes at a time when these same districts are attempting to respond to legislation requiring them to increase full-time instruction.

Summary of the data

In the current year, regular and contract faculty for which complete data exist earned an average salary of \$49,074 -- an amount that is probably understated by at least 20 percent, since only 29 districts submitted complete data in time for inclusion in the Chancellor's Office report. Forty-two other districts reported the percentage amount of the cost-of-living adjustment (COLA) but could not include the increase in their mean salary figures. In addition to these 42, 21 districts were still in the process of negotiating current-year increases and thus could not report a cost-of-living adjustment figure. Most of these 63 districts reporting no cost-of-living adjustment, primarily because of protracted collective bargaining decisions, are likely to approve some adjustment for their faculty -- although 14 of the districts that did complete negotiations indicated that no cost of living increases were provided for 1991-92.

For the 29 districts that did report cost-of-living adjustment data, the average increase for 1991-92 was 2.06 percent after mid-year adjustments are included. This compares to a comparable figure of about 5.75 percent in 1990-91. This last year, community college faculty have averaged increases less than the rate of inflation.

Part-time faculty continue to be paid about half the amount paid to full-time faculty on a per-contact-hour basis, and the difference between them has increased slightly over the past four years. The number of part-time faculty employed in Fall 1991 has increased by 8.8 percent since Fall 1988 -- from 26,031 to 28,331, but their number did decrease over Fall 1990 by 8.1 percent -- from 30,843 to 28,331. The relative share of contact hours taught by full-time faculty continued to decline slightly, while part-time and overload faculty contact hours increased slightly.

The lack of complete mean salary data continues to be a problem with the Chancellor's Office Staff Data File, one that is probably unsolvable given the

length of many collective bargaining negotiations and the early fall deadline for the Chancellor's Office report. For this reason, the data appearing in this part of the report should be viewed with caution.

Implications of the data

A major challenge facing the California Community Colleges through the year 2000 will be the recruitment of a large number of new faculty. Current Chancellor's Office estimates suggest that some 20,000 new hires will be needed during the next 10 to 15 years in response to anticipated enrollment growth, expectations for as many as 22 new campuses and to replace those who will leave the system through retirement or normal attrition (at present, the average age of full-time community college faculty members is about 49 years). The number of part-time faculty members, and their proper role in community college staffing, will also present a key issue regarding faculty quality during this time.

The data on community college faculty compensation presented in this section of the report reveal several conditions with major implications for the future.

- First, fiscal constraints will continue to draw into question the provisions of Proposition 98 that guarantee the community colleges a defined proportion of State expenditures.
- The use of part-time faculty is a second issue of concern. The number of these faculty, although declining over the past year, has increased by over 8.8 percent in the last four years alone, and they continue to represent a major part of campus teaching loads. While major inroads appear to have taken place during the last year in the hiring of full-time faculty, fiscal pressures will continue to force many districts to limit the hiring of the more expensive full-time regular contract faculty.

2

Salaries of Administrators at the State's Public Universities

History of Commission activities on administrator salaries

During the 1981 Legislative Session, the Legislature adopted the following Supplemental Language to the Budget Bill:

It is the intent of the Legislature that the California Postsecondary Education Commission include in its annual report on faculty salaries and fringe benefits comparative information on salaries of administrators within the University of California and the California State University

Since 1981-82, the University and the State University have collected data from their comparison institutions and forwarded them to the Commission for analysis, the Commission has then included them in its reports. In this way, it has become possible to present a comparison between California's public institutions and those in the rest of the nation for a representative sample of administrative positions

For several years, consensus was lacking about which positions should be surveyed, which comparisons were valid, and which comparison institutions would provide the most useful data. Initially in 1981-82, a list of 25 administrative titles was selected from the list of 130 position descriptions developed by the College and University Personnel Association, and this number was reduced to as few as 15 in 1983-84. In 1986, the Commission's Advisory Committee on the Faculty Salary Methodology discussed the issue of administrators' salaries, compiled a list that should remain constant for the foreseeable future and that included 18 campus-based positions at both the University of California and the California State University, plus 12 and 10 positions from the respective central offices on that list. It also agreed that the same group of comparison institutions used for faculty analyses should be used for administrators, but only for the campus-based positions rather than central office positions. Based on these agreements, the Commission has pub-

lished six annual reports on these selected administrative positions since 1986

Last year, the Commission expanded its report significantly from previous reports because of legislative concern that no systematic methodologies existed for establishing appropriate levels of executive compensation for either the California State University or the University of California. The Legislature thus adopted special Supplemental Budget Language to the 1990-91 Budget Act that requested information regarding the "total compensation" paid to selected campus and systemwide executives by institutions and systems comparable to the University and State University, in order to better understand those compensation levels and how they were determined by other states

Although the Commission continued to analyze salary differentials for selected campus-based administrator positions, it presented a special one-time comprehensive analysis of the total compensation (salary, fringe benefits, and perquisites) provided to high-level executive positions at the California State University and the University of California. That report also included an extensive analysis of policy regarding outside income and the manner by which other institutions and systems throughout the nation established executive compensation packages

This year, the Commission returns to its usual format for this section in which it examines only the salaries paid administrators at the University of California and California State University. Specifically, the methodology for this year's report provides data that show (1) a comparison of campus-based administrator salaries with comparison institutions used by the Commission for its faculty salary comparative analyses, and (2) summary level information for selected systemwide executives, with no comparison with other systems or campuses

Because of the State's fiscal constraints, the salary data shown in this year's report for systemwide and campus-based administrators has remained virtu-

ally unchanged since last year. Both the Regents of the University of California and the Trustees of the California State University have held executive and administrator salaries virtually constant. Although the salaries of several executive and administrator positions increased slightly, these increases were the function of either a new hire, a promotion, or a reclassification of the position, rather than a cost-of-living adjustment or merit salary adjustment. Therefore, any changes in salary should be viewed with caution.

Finally, since most salary and benefit packages are virtually unchanged over 1990-91 levels, the reader may find it useful to review last year's *Supplemental Report on Academic Salaries 1991-92*, in which the Commission presented a comprehensive comparative analysis of compensation levels (salary, fringe benefits, and perquisites) for high-level executives at both the University of California and the California State University.

University of California

The University's Nonqualified Deferred Income Program

In order to make its executive recruiting and retention as competitive as possible, the University of California in 1987 established for its high-level executives (including its President, Senior Vice Presidents, Vice Presidents, Chancellors, and governing board officers) a Nonqualified Deferred Income Plan (NDIP). The plan allows these executives to accrue a cash benefit equal to 5 percent of their salary base each year for five years. At the end of the five-year period, and for each year thereafter, these executives begin to collect additional cash payments equal to approximately 25 percent of their current year's base salary. Cash payouts from the plan will begin January 1, 1993, for qualifying executives. No State resources are used for funding the program.

Executives who participate in this program receive no cash benefits or cash value from this program until the first five-year period has elapsed, and they only receive payouts based on the previous five years of contribution. If an executive leaves before the end of the first five years, he or she forfeits any

and all potential income accrued in the plan. Executives who retire receive a portion of any accrued cash value in the plan.

The analysis that follows for the University of California does not include the estimated value of the Nonqualified Deferred Income Plan in calculating the cash value of salaries provided to selected University executives. Since distributions from the program will begin only on January 1, 1993, the 1991-92 data presented for University executives do not reflect the salary benefits of this program. It is apparent that the competitive position of these selected University executives will improve markedly once they begin to receive cash benefits from the plan.

Campus-based positions

Display 10 on the opposite page shows the data submitted by the University of California and its comparison institutions for campus-based positions in 1991-92. As it indicates, the University's administrative salaries trailed comparison-group salaries in all but three position categories (1) director of campus security, (2) dean of agriculture, and (3) dean of graduate programs.

Several factors account for the University's lags:

- First, University administrators received no merit increases in 1991-92. If these merit increases had taken effect on July 1, 1991, University salaries would be more competitive.
- Second, the University's lag in several position categories may stem from the fact that not all comparison institutions reported data for each comparative position. If only high-paying campuses report data on a particular position, the average salary reported may be skewed. In addition, Harvard and Yale University did not participate in this year's survey. (However, Harvard's data was estimated to have increased by 5 percent over last year's figure -- the same percentage increase that faculty received in 1991-92. Comparison institution totals reflect this 5 percent estimate.)
- Third, the University has in recent years added staff in various position categories. For example, one year the University added three directors of athletics, which had the net effect of lowering the average for this position in that year. The addi-

DISPLAY 10 Annual Year-End Salaries of Campus-Based Administrators at the University of California and Seven of Its Eight Comparison Universities, 1991-92

Administrative Title	University of California Average	Comparison Institution Average	University Exceeds or (Lags) Comparison Group by
Chief Executive Officer, Single Institution	\$165,111 ¹	\$200,395	(21 40%)
Chief Academic Officer	137,138	151,110	(10 19)
Chief Business Officer	123,938	141,587	(14 24)
Director, Personnel/Human Resources	97,644	100,479	(2 90)
Chief Budgeting Officer	97,312	106,625	(9 57)
Director, Library Services	106,788	116,540	(9 13)
Director, Computer Center	105,829	106,100	(0 26)
Chief, Physical Plant	100,232	101,105	(87)
Director, Campus Security	77,503	77,184	0 41
Director, Information Systems	111,450	124,492	(11 70)
Director, Student Financial Aid	74,361	75,779	(1 91)
Director, Athletics	99,319	108,322	(9 06)
Dean of Agriculture	128,967	115,500	10 44
Dean of Arts and Sciences	114,650	128,157	(11 78)
Dean of Business	136,900	157,090	(14 75)
Dean of Education	107,025	120,203	(12 31)
Dean of Engineering	133,557	150,827	(12 93)
Dean of Graduate Programs	115,238	109,363	5 10

Note Comparison institutions include Massachusetts Institute of Technology, Harvard University, Stanford University, the State University of New York (Buffalo), the University of Illinois (Urbana), the University of Michigan (Ann Arbor), and the University of Virginia. Yale University did not respond to this year's survey. Harvard University salaries were estimated to have increased by 5 percent over 1990-91 levels; however, data include actual information for Harvard's chief executive officer.

1 Effective January 1, 1993, qualifying executives in this category will begin to receive approximately 25% more in salary, attributed to their participation in the University's Nonqualified Deferred Income Plan. See page 18 of this report for a complete explanation regarding this program.

Source University of California, Office of the President

tion or deletion of staff can adversely affect the average salaries reported.

Despite these caveats, Display 10 shows that three University of California campus-based administrative titles are paid between 0 41 and 10 44 percent more than their comparison-institution counter-

parts, while the remaining 15 categories are paid between 0 26 and 21 40 percent less. On the average, chancellors at the University are paid 21 40 percent less than their comparison-institution counterparts, although if Nonqualified Deferred Income were added to these figures, Chancellors at the University would be very competitive.

Central office positions

Display 11 below shows the University's system-wide annual year-end salaries for 1991-92 for its central office or systemwide administrators. As displayed, salaries for high-level executives at the University remained unchanged over 1990-91 levels, although several assistant vice-presidents and the University controller received slight increases as a function of promotion or the restructuring of responsibilities. The president of the University of California received no salary increase in 1991-92 over the previous year.

Display 12 on the opposite page shows that significant proportions of salaries paid to the University's central office executives are funded from sources other than the State's General Fund. Specifically, in 1991-92, the president of the University received

\$109,575 of his \$243,500 salary (45 percent) from the General Fund and \$133,925 (55 percent) from other revenue sources such as Regents' special funds, contracts and grants, hospital revenue, and auxiliary enterprises. Similarly, the two senior vice-presidents and two of the three vice-presidents received 55 percent of their salaries from sources other than the General Fund, while one vice-president received only 5 percent from these non-State sources.

Since last year, the University has made several fund source changes for all positions in the Office of the President to more accurately reflect the overall funding support for universitywide functions. In doing so the University has created a common "pooled" fund comprised of non-General Fund revenues, comprised of hospital revenues, contracts and grants, and auxiliary enterprises. In addition,

DISPLAY 11 *Annual Fiscal-Year-End Salaries of Central-Office Administrators at the University of California, 1991-92*

Administrative Title and Number of Positions	Annual Fiscal-Year-End Salaries, 1991-92 ¹	Range of Increase Over 1989-90
President (1)	\$243,500 ²	0%
Senior Vice Presidents (2)	170,000 ²	0
Vice Presidents (3)	148,800 to 155,000 ²	0
Associate Vice Presidents (3)	130,500 to 137,700	0
Assistant Vice-Presidents (8)	105,000 to 127,500	1-6 ³
University Controller (1)	115,700	1-9
Director of State Governmental Relations (1)	114,000	0
University Auditor (1)	97,700	0
General Counsel (1)	170,500 ²	0
Treasurer (1)	200,400 ²	0
Associate Treasurer (1)	162,900 ²	0
Secretary to the Regents (1)	110,800 ²	0

¹ Annual year-end salary rates as of June 30, 1992.

² Effective January 1, 1993, qualifying executives in these categories will begin to receive approximately 25 percent more in salary, attributed to their participation in the University's Nonqualified Deferred Income Plan. See page 18 of this report for a complete explanation regarding this program.

³ Average percent increase over the previous year.

Source: University of California, Office of the President.

DISPLAY 12 *Amount and Percent of Salaries Provided by the General Fund and Other Sources to University of California Executives, 1991-92*

Administrative Title	Total Salary	General Fund	Other Sources
President	\$243,500	\$109,575 (45%)	\$133,925 (55%)
Senior Vice President, Administration	170,000	76,500 (45%)	93,500 (55%)
Senior Vice President, Academic Affairs	170,000	76,500 (45%)	93,500 (55%)
Vice President, Budget/University Relations	155,000	69,750 (45%)	85,250 (55%)
Vice President, Health Affairs	153,300	68,985 (45%)	84,315 (55%)
Vice President, Agriculture	148,800	141,360 (95%)	7,440 (5%)

Source: University of California, Office of the President

Department of Energy overhead charges are added to the pool. Effective July 1991, the estimated ratio of general funds to non-state funds was 45 percent state and 55 percent non-state. Effective July 1992, the ratio is estimated to become 40 percent state and 60 percent non-state. This new mix of resources will apply to all full-time equivalent employees at the Office of the President.

The California State University

The California State University surveyed 17 campus-based positions, as shown in Display 13 on page 22, and nine central-office positions, as shown in Display 14 on page 23. For the campus-based positions, eighteen comparison institutions were surveyed for each position title, and between 6 and 18 institutions identified comparable positions to those within the State University.

Campus-based positions

During 1991-92, the State University paid between 1.4 and 17.2 percent more for ten position titles, and between 0.3 and 16.5 percent less for eight position titles, than its reporting comparison institutions. It has consistently paid substantially more than its comparison universities to its directors of campus security, its directors of institutional research, and its directors of student financial aid -- and consistently less to all of its deans, except its dean of education. Among deans, the greatest divergence is for

deans of business (16.5 percent below the comparison group), and the least is for deans of fine arts (0.3 percent less). The State University's campus presidents currently receive on average 11.6 percent less than their comparison-institution counterparts.

Central office positions

This year's data on central office executive salaries are incompatible with those in earlier reports because the Trustees authorized a 1991-92 salary increase for its new Chancellor, and reorganized its staff to create new senior Vice Chancellor positions.

Display 14 on page 24 shows the actual salaries paid to system executives in both 1990-91 and 1991-92. In 1991-92, the chancellor earned \$174,996 -- 17.4 percent more than the previous Chancellor.

The senior vice chancellors earned \$129,462 in 1991-92. Since these are positions created through reorganization, there are no previous year comparisons for these two positions. Finally, salaries for two vice chancellors in 1991-92 were \$124,404, or 3.0 percent lower than those paid in 1990-91. The general counsel's salary was \$111,744, unchanged over last year's level.

Salaries of other administrators in the central office, including the deputy vice chancellor, eight assistant vice chancellors, director of governmental relations, and the university auditor remained unchanged over last year's levels, with salaries in these positions ranging from \$87,456 to \$106,524.

DISPLAY 13 *Average Administrative Salaries for the California State University's Campuses and Its Twenty Comparison Universities, 1991-92*

Administrative Title	Number of California State University Campuses	California State University Average	Number of Comparison Institutions	Comparison Institution Average	State University Exceeds or (Lags) Comparison Group by
Chief Executive Officer, Single Institution (President)	20	\$119,357	16	\$133,173	(11.6%)
Chief Academic Officer	20	107,219	18	112,131	(4.6)
Chief Business Officer	20	105,022	14	103,590	1.4
Chief Budgeting Officer	16	64,270	13	65,073	(1.2)
Director, Personnel/ Human Resources	17	72,491	17	69,140	4.6
Director of Libraries	19	84,417	17	80,867	4.2
Director of Computer Center	5	94,886	13	84,348	11.1
Director of Physical Plant	16	75,827	16	71,805	5.3
Director of Campus Security	18	67,686	16	56,076	17.2
Director of Institutional Research	12	73,641	13	62,566	15.0
Director of Student Financial Aid	20	66,779	18	57,188	14.4
Director, Athletics	20	81,709	16	80,269	1.8
Dean of Arts and Sciences	20	90,403	14	96,898	(7.2)
Dean of Business	20	93,864	14	109,320	(16.5)
Dean of Education	20	89,939	13	88,158	2.0
Dean of Engineering	11	98,293	13	105,434	(7.3)
Dean of Graduate Programs	6	88,400	12	97,309	(10.1)
Dean of Fine Arts	4	89,784	6	89,526	(0.3)

Note: Comparison institutions include Arizona State University, Bucknell University, Cleveland State University, University of Colorado (Denver), George Mason University, University of Connecticut, Georgia State University, Illinois State University, Loyola University, University of Maryland (Baltimore), University of Nevada (Reno), North Carolina State University, Reed College, Rutgers University (Newark), State University of New York (Albany), University of Southern California, University of Texas (Arlington), Tufts University, Wayne State University, and University of Wisconsin (Milwaukee).

Source: The California State University, Office of the Chancellor.

DISPLAY 14 *Actual and Proposed Salaries of Central-Office Administrators at the California State University, Spring 1992*

Administrative Title and Number of Positions	Actual Salaries, Spring 1992	Range of Increase Over 1990-91
Chancellor (1)	\$174,996 ¹	17.4%
Senior Vice Chancellor (2)	129,462 ²	N/A
Vice Chancellors (2)	124,404	-3.0
General Counsel (1)	111,744	0.0
Deputy Vice Chancellor (1)	106,524	0.0
Assistant Vice Chancellors (8)	101,429	0.3
Director of Governmental Affairs (1)	87,456	0.0
University Auditor (1)	89,664	0.0
Associate General Counsel (1)	vacant	---

1 Newly appointed Chancellor

2 Newly created positions in lieu of the Executive Vice Chancellor and one Vice-Chancellor Position

Source The California State University, Office of the Chancellor

References

- California Postsecondary Education Commission
Methods for Calculating Salary and Fringe Benefit Cost Comparisons, 1985-86 to 1994-95 A Revision of the Commission's 1977 Methodology for Preparing Its Annual Reports on Faculty and Administrative Salaries and Fringe Benefit Costs Commission Report 85-11 Sacramento The Commission, March 1985
- *Supplemental Report on Academic Salaries, 1986-87 A Report to the Governor and Legislature in Response to Senate Concurrent Resolution No 51 (1965) and Subsequent Postsecondary Salary Legislation* Commission Report 87-36 Sacramento The Commission, September 1987
- *Faculty Salaries in California's Public Universities, 1988-89 The Commission's 1987 Report to the Legislature and Governor in Response to Senate Concurrent Resolution No. 51* Commission Report 88-9 Sacramento The Commission, March 1988
- *Supplemental Report on Academic Salaries, 1987-88 A Report to the Governor and Legislature in Response to Senate Concurrent Resolution No 51 (1965) and Subsequent Postsecondary Salary Legislation* Commission Report 88-30. Sacramento The Commission, September 1987
- *Faculty Salaries in California's Public Universities, 1989-90 The Commission's 1988 Report to the Legislature and Governor in Response to Senate Concurrent Resolution No 51* Commission Report 89-11 Sacramento The Commission, March 1989
- *Revisions to the Commission's Faculty Salary Methodology for the California State University Commission Report 89-22* Sacramento The Commission, June 1989
- *Supplemental Report on Academic Salaries, 1988-89 A Report to the Governor and Legislature in Response to Senate Concurrent Resolution No 51 (1965) and Subsequent Postsecondary Salary Legislation.* Commission Report 89-26 Sacramento The Commission, September 1989
- *Faculty Salaries in California's Public Universities, 1990-91 The Commission's 1988 Report to the Legislature and Governor in Response to Senate Concurrent Resolution No 51* Commission Report 90-10 Sacramento The Commission, March 1990.
- "Propectus for a Study of Part-Time Faculty in California Public Postsecondary Education." Commission Agenda Item 6, March 5, 1990. Sacramento The Commission
- Chancellor's Office, California Community Colleges.
Study of Part-Time Instruction Sacramento. Research Analysis Unit, Chancellor's Office, January 1987
- Towers Perrin *Report on Total Compensation for Top Management, California State University,* San Francisco, March 29, 1991
- *University of California 1991 Top Management Total Compensation Report.* San Francisco, April 1991

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

THE California Postsecondary Education Commission is a citizen board established in 1974 by the Legislature and Governor to coordinate the efforts of California's colleges and universities and to provide independent, non-partisan policy analysis and recommendations to the Governor and Legislature

Members of the Commission

The Commission consists of 17 members. Nine represent the general public, with three each appointed for six-year terms by the Governor, the Senate Rules Committee, and the Speaker of the Assembly. Six others represent the major segments of postsecondary education in California. Two student members are appointed by the Governor.

As of September 1993, the Commissioners representing the general public are

Henry Der, San Francisco, *Chair*
C. Thomas Dean, Long Beach, *Vice Chair*
Mim Andelson, Los Angeles
Helen Z. Hansen, Long Beach
Lowell J. Paige, El Macero
Guillermo Rodriguez, Jr., San Francisco
Stephen P. Teale, M.D., Modesto
Melinda G. Wilson, Torrance
Linda J. Wong, Los Angeles

Representatives of the segments are

Alice J. Gonzales, Rocklin, appointed by the Regents of the University of California,
Yvonne W. Larsen, San Diego; appointed by the California State Board of Education,
Timothy P. Harding, Rancho Santa Fe, appointed by the Board of Governors of the California Community Colleges,
Ted J. Saenger, San Francisco, appointed by the Trustees of the California State University,
Kuhl M. Smeby, Pasadena, appointed by the Governor to represent California's independent colleges and universities, and
Harry Wugalter, Ventura, appointed by the Council for Private Postsecondary and Vocational Education

The student representatives are

Christopher A. Lowe, Placentia
Beverly A. Sandeen, Costa Mesa

Functions of the Commission

The Commission is charged by the Legislature and Governor to "assure the effective utilization of public postsecondary education resources, thereby eliminating waste and unnecessary duplication, and to promote diversity, innovation, and responsiveness to student and societal needs."

To this end, the Commission conducts independent reviews of matters affecting the 2,600 institutions of postsecondary education in California, including community colleges, four-year colleges, universities, and professional and occupational schools.

As an advisory body to the Legislature and Governor, the Commission does not govern or administer any institutions, nor does it approve, authorize, or accredit any of them. Instead, it performs its specific duties of planning, evaluation, and coordination by cooperating with other State agencies and non-governmental groups that perform those other governing, administrative, and assessment functions.

Operation of the Commission

The Commission holds regular meetings throughout the year at which it debates and takes action on staff studies and takes positions on proposed legislation affecting education beyond the high school in California. By law, its meetings are open to the public. Requests to speak at a meeting may be made by writing the Commission in advance or by submitting a request before the start of the meeting.

The Commission's day-to-day work is carried out by its staff in Sacramento, under the guidance of its executive director, Warren Halsey Fox, Ph.D., who is appointed by the Commission.

Further information about the Commission and its publications may be obtained from the Commission offices at 1303 J Street, Suite 500, Sacramento, California 95814-2938, telephone (916) 445-7933.

SUPPLEMENTAL REPORT ON ACADEMIC SALARIES, 1991-92

California Postsecondary Education Commission Report 92-16

ONE of a series of reports published by the Commission as part of its planning and coordinating responsibilities. Additional copies may be obtained without charge from the Publications Office, California Postsecondary Education Commission, 1303 J Street, Fifth Floor, Sacramento, California 95814-2936

Recent reports of the Commission include

92-4 Prospects for Long-Range Capital Planning in California Public Higher Education. A Preliminary Review. A Staff Report to the California Postsecondary Education Commission (January 1992)

92-5 Current Methods and Future Prospects for Funding California Public Higher Education. The First in a Series of Reports on Funding California's Colleges and Universities into the Twenty-First Century (March 1992)

92-6 Commission Comments on the Systems' Preliminary Funding Gap Reports: A Report to the Legislature and the Governor in Response to Supplemental Report Language of the 1991 Budget Act (March 1992)

92-7 Analyses of Options and Alternatives for California Higher Education: Comments by the Staff of the California Postsecondary Education Commission on Current Proposals for Change in California's Public Colleges and Universities (March 1992)

92-8 Faculty Salaries in California's Public Universities, 1992-93: A Report to the Legislature and Governor in Response to Senate Concurrent Resolution No 51 (1965) (March 1992)

92-9 Fiscal Profiles, 1992. The Second in a Series of Handbooks about the Financing of California Postsecondary Education (March 1992)

92-10 Student Profiles, 1991. The Second in a Series of Annual Factbooks About Student Participation in California Higher Education (March 1992)

92-11 Meeting the Educational Needs of the New Californians: A Report to Governor Wilson and the California Legislature in Response to Assembly Concurrent Resolution 128 (1990) (March 1992)

92-12 Analysis of the 1992-93 Governor's Budget: A Staff Report to the California Postsecondary Education Commission (March 1992)

92-13 Postsecondary Enrollment Opportunities for High School Students: A Report to the Legislature and the Governor in Response to Chapter 554, Statutes of 1990 (June 1992)

92-14 Eligibility of California's 1990 High School Graduates for Admission to the State's Public Universities: A Report of the 1990 High School Eligibility Study (June 1992)

92-15 Progress of the California Science Project. A Report to the Legislature in Response to Chapter 1486, Statutes of 1987 (June 1992)

92-16 Supplemental Report on Academic Salaries, 1991-92: A Report to the Governor and Legislature in Response to Senate Concurrent Resolution No 51 (1965) and Supplemental Language to the 1979 and 1981 Budget Acts (August 1992)

92-17 A Framework for Statewide Facilities Planning: Proposals of the California Postsecondary Education Commission to Improve and Refine the Capital Outlay Planning Process in California Higher Education (August 1992)

92-18 Guidelines for Review of Proposed University Campuses, Community Colleges, and Educational Centers: A Revision of the Commission's 1990 *Guidelines for Review of Proposed Campuses and Off-Campus Centers* (August 1992)

92-19 Approval of the Lemoore Center of the West Hills Community College District. A Report to the Governor and Legislature in Response to a Request from the Board of Governors to Recognize the Center as the Official Community College Center for the Lemoore/Hanford Area of Kings County (August 1992)

92-20 Commission Comments on the Systems' Final Funding Gap Reports. A Second Report to the Legislature and the Governor in Response to Supplemental Report Language of the 1991 Budget Act (August 1992)

92-21 Services for Students with Disabilities in California Public Higher Education 1992. The Second in a Series of Biennial Reports to the Governor and Legislature in Response to Assembly Bill 746 (Chapter 829, Statutes of 1987) (August 1992)

92-22 Exchanging Students with Eastern Europe: Closing a Half-Century Learning Gap. A Report to the Governor and Legislature in Response to Assembly Concurrent Resolution 132 (Resolution Chapter 145, Statutes of 1990) (August 1992)

92-23 1992-93 Plan of Work for the California Postsecondary Education Commission. Major Studies and Other Commission Activities (August 1992)